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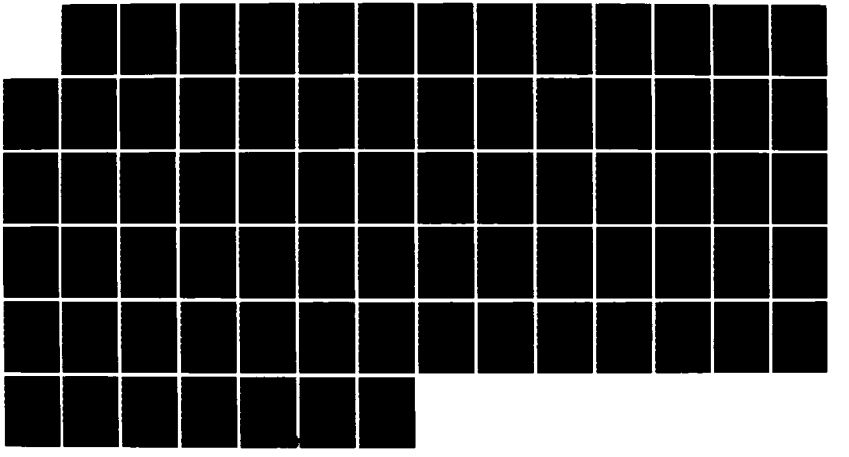

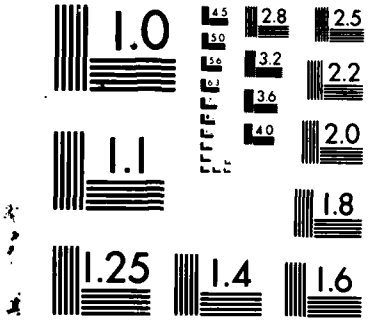

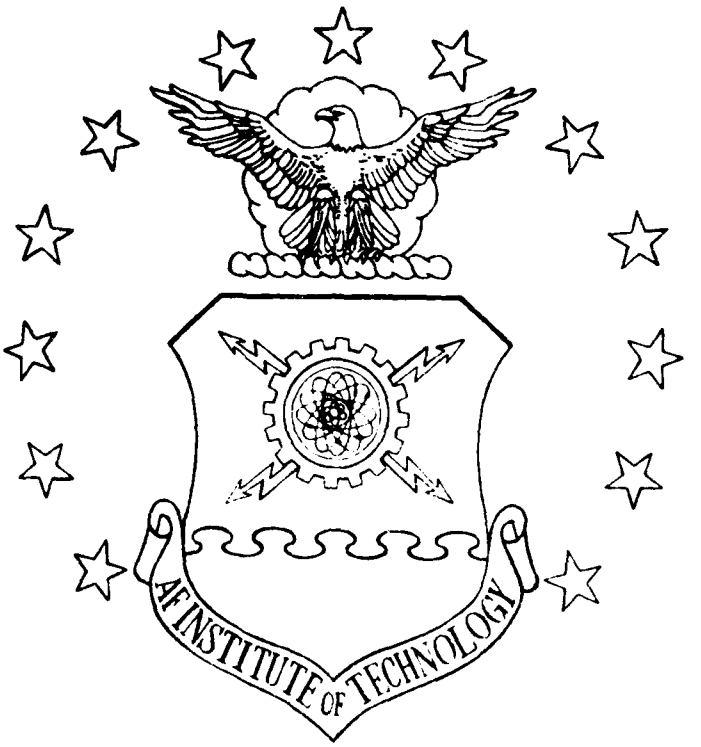

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THESIS

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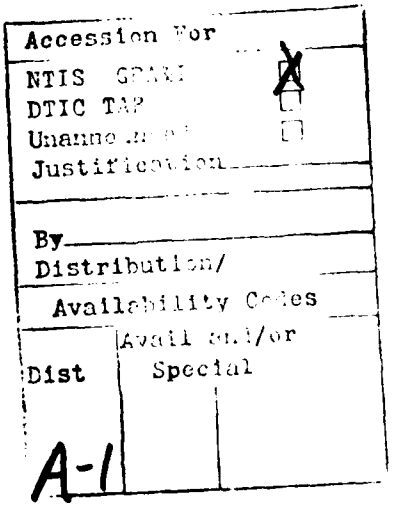

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A COMPARISON OF THE CAREER INTENTIONS OF ENLISTED WOMEN TO WORK GROUP FACTORS

THESIS

Presented to the Faculty of the School of Systems and Logistics
of the Air Force Institute of Technology
Air University
In Partial Fulfillment of the
Requirements for the Degree of
Master of Science in Logistics Management

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Abstract

Enlisted women's Air Force career intentions are examined in relation to work group factors. The study is based on data collected in 1984 from over 2,400 Air Force enlisted women at thirty bases worldwide. Specifically, career intent is examined in relation to supervision, structure of the work group, wanting to change work factors, situational factors, and group cohesion. Results suggest that career intention may be related to the quality of an enlisted woman's supervisor as well as aspects of the environment in which she works. Findings are presented for all work group factors investigated, and recommendations are made.

A COMPARISON OF THE CAREER INTENTIONS OF ENLISTED WOMEN TO WORK GROUP FACTORS

I. Introduction

To maintain a force that is fully mission capable, the Air Force must maintain a force of qualified, experienced people. Many of these people are women. From 1972 to 1984 the number of enlisted women serving in the Air Force increased from 11,725 to 55,335 (2:1-1 to 1-2). That number will continue to grow as women are expected to continue to enter the work force in increasing numbers. As the Air Force adjusts to assimilate more women, it must seek to retain a larger number of those women in order to maintain a quality force. With the increase of women in the Air Force, retention of women must increase proportionally.

Retention of Women in the Air Force

The Air Force closely tracks retention and manages the force to maintain force levels essential to mission accomplishment. The Air Force Military Personnel Center (AFMPC) reports retention indicators, such as the reenlistment rate. The reenlistment rate is computed by dividing the number of reenlistments by the number in the total separation pool, i.e., all individuals eligible to reenlist.

According to a 1985 AFMPC report (7:2), reenlistment rates showed a general increase between fiscal year (FY) 80 and FY 83 for first term, second term and career enlisted women. Reenlistment rates for FY 84, however, declined across all three categories. Married and single female

reenlistment rates showed the same decline from FY 83 to FY 84, except for single career females, whose reenlistment rate increased in FY 84. Reenlistment rates for enlisted women stationed in the Continental US (CONUS) also reflected this trend, but reelistment was higher for women stationed overseas than for women stationed in the CONUS in FYs 83 and 84 (7:34-38).

A comparison of enlisted male to female reenlistment rates shows a general trend for the male reenlistment rate to exceed the female reenlistment rate. An exception was for first term females in FYs 80 and 81 and for first term, single females in FYs 83 and 84. In these years the female rate was greater than the male reenlistment rate (7:28-38).

Problem Statement

Failure to retain adequate numbers of qualified women could impair the Air Force's mission capability by reducing the number of trained, experienced people. An important area of study, then, is the career behavior of Air Force women. By comparing enlisted women's Air Force career intentions with personal and job-related information, valuable insights into Air Force retention could be gained. Information gathered from such a study would be useful in the Air Force's effort to retain enlisted women throughout a career. For example, one outcome might be a foundation for developing a model to predict women's retention behavior. Many turnover models have been presented in the research literature. Some researchers have focused on demographic variables and job satisfaction as predictors of intent to leave an organization. Others have incorporated assumptions about the motivational process of intent decisions, or how an individual makes the decision to stay with or leave an

organization (9:313). An investigation of relationships between work group and job related variables to enlisted women's career intentions might identify factors directly related to turnover decisions.

Research Objectives

This study is aimed at identifying how women's work groups, supervisors, and job situations affect their career intentions. The specific objective of this investigation is to examine relationships between factors thought to affect retention and expressions of career intent. The following investigative questions will be asked:

1. Is there a relationship between aspects of the supervisor (i.e., sex, rank, quality) and an enlisted female's Air Force career intentions?

2. Is there a relationship between the structure of the work group (i.e., size, cohesion, percent female or percent single male) and an enlisted female's Air Force career intentions?

3. Is there a relationship between wanting to change work factors (i.e., shift, type of work or location of work) and an enlisted female's Air Force career intentions?

4. Is there a relationship between job environment (i.e., actual environment, CONUS or overseas assignment) and an enlisted female's Air Force career intentions?

5. Is there a relationship between the attitude toward the work group (i.e., desire to leave the work group) and an enlisted female's Air Force career intentions?

Scope

This study is based on information gathered by the Air Force in 1984 from over 2400 Air Force enlisted women at 30 bases around the world. Consequently, the data base used in this study is the largest ever available in the Air Force for investigation of the enlisted woman and her work environment. The questions and research reported here build on and extend the work reported in the Organizational Assessment Study, Annex Five, prepared for a USAF Special Study Team, Headquarters, USAF, by Systems Research and Applications Corporation (2).

II. Literature Review

This literature review discusses several important aspects of current turnover research. First, turnover research in general will be discussed, focusing on models of turnover and specific variables within the models which affect an employee's turnover behavior. This will be followed by a review of research examining turnover and women. Then turnover in the military and, more specifically, turnover and military women will be examined, emphasizing the variables discussed in the turnover models. Finally, a brief overview relating career intention to retention behavior will be presented to show that career intention is a good predictor of actual turnover behavior.

Turnover Research

One of the first models of turnover was proposed by March and Simon in 1958 (8). March and Simon's early work has influenced later turnover research, and their analyses continue to influence current studies, primarily through their emphasis on the behavioral aspects of employee turnover decisions (19:5). March and Simon's general model theorized that employees receive benefits for working in an organization in exchange for contributions they make to the organization. They also theorized that an employee will continue with an organization as long as the benefits outweigh the employee's contributions (8:58). In addition, they hypothesized that benefits received from the organization are inversely proportional to intent to quit. That is, the more benefits a worker receives

from an organization the less likely they will be to leave that organization's employ (8:93).

Based on turnover research and a synthesis of models presented in the literature up to 1977, Price (16) formulated a causal model of turnover, which he and Mueller later revised in 1981. The Price/Mueller model included determinants and intervening variables in its explanation of turnover behavior. It defined satisfaction and opportunity as intervening variables which fall between the determinants, or causes of the turnover, and the turnover behavior, itself. In their study they found four variables affecting turnover: intent to stay, opportunity, general training and job satisfaction. Intent to stay was defined as the likelihood of continuing employment, a dimension of commitment; opportunity was defined as alternative job opportunities available; general training was defined as the amount of professional training received; and job satisfaction was whether individuals liked their jobs (16:543-563).

The turnover models of Simon and Martin and Price generally focused on worker demographics and job satisfaction. Later models integrated concepts which help explain specific elements involved in the turnover decision. One such model was presented by Mobley (11) and suggested a number of intervening steps between job dissatisfaction and actual quitting, including the effects of non-job related factors on a worker's intent to quit, as well as the worker's attitude about the job. Mobley, with Horner and Hollingsworth (12), simplified this model while studying turnover behavior in hospital workers. Variables studied included age and tenure; a job satisfaction index including separate items for work, pay, supervision, promotion and coworkers; thinking of quitting, intention to

search, probability of finding acceptable alternative, intention to quit/stay; and actual turnover behavior (12:409).

Mobley et al. found a high correlation between intention to quit and turnover but found other variables combined to influence turnover indirectly through intention to quit. Intention to quit was therefore defined as the "immediate precursor of actual withdrawal behavior" (12:411). Intention to search for another job, age, and the tenure of the employee showed effects on the intention to quit variable. Thinking of quitting, satisfaction, age and tenure showed effects on intention to search. In addition job satisfaction showed an effect on the thinking of quitting variable along with the probablility of finding another job (12:409-411).

Krackhardt, McKenna, Porter and Steers (6), and Martin (9) further defined the turnover process as an interrelationship between determinants (such as pay, communications, professionalism, decision-making authority and upward mobility), intervening variables (job satisfaction and opportunity), and correlates (demographic variables such as age, sex and education). In addition to determinants, Krackhardt studied supervisory behavior in its relation to employee turnover with the objective of determining the extent to which the determinants could be manipulated by the supervisor to provide a change in turnover rates. He found that supervisory interaction with the determinants could produce changes in turnover rates (6:250-259).

Martin tested a related turnover model at a midwestern organization with data collected from 177 full-time employees. His model of intent to leave integrated causes of leaving with causes of staying in the employ of the organization. His model also contained "determinants; pay, integration, instrumental communications, formal communications, centralization of

decision-making authority, routinization, distributive justice, upward mobility, community participation, and work commitment" (9:313). According to Martin, the first eight determinants reflect the social-psychological and motivational process which effect intent to leave indirectly through job satisfaction, while community participation and work commitment directly affect intent. Also, job satisfaction and opportunity intervene between the first eight determinants and intent to leave, and six demographic variables; length of service, age, education, occupation, marital status, and sex, have motivational consequences for job satisfaction and intent (9:313-315). Martin's analysis of the data showed ten variables to be statistically significant in affecting employee intent to leave. The variables were upward mobility, distributive justice, instrumental communications, routinization, opportunity, job satisfaction, occupation, age, education and sex. Although Martin found the predictive power of the model low, it compared favorably with other intention research. Martin's work, like Mobley's, showed the importance of job satisfaction in relation to intention to quit (9:317-323).

Mowday also constructed a model using the processes leading to an employee's decision to quit employment. He broke his model into three parts: 1) job expectations and job attitudes; 2) job attitudes and intent to leave; and 3) intent to leave, available alternatives, and actual turnover. Mowday's second examined the relationship between one's job attitude and one's intent to stay with or leave an organization. Mowday suggested that leaving is influenced by an employee's response to the job (job satisfaction and organizational commitment) and nonwork influences (future career considerations, spousal employment, employee's outside interests, and family considerations) (14:123).

Mowday theorized that nonwork influences, including how those around an individual feel about his or her leaving, are often overlooked in turnover research. He hypothesized that they may explain a greater proportion of variance in turnover behavior than job attitudes (14:128-129).

Turnover and Women

As indicated in Mobley et al.'s 1979 review of turnover and by the review of the major turnover models, sex as an individual factor has not played a major role in turnover decision research. In general, the literature suggests that nonwork factors are significant when analyzing women's turnover decisions. Most early literature on sex differences cite pregnancy and child-rearing responsibilities as the reason for higher quit rates for women than for men. This was shown by distinguishing between quits to exit the labor force and quits to take another job, where women were found to quit more often to exit, while men were found to quit more often to change jobs (22:30-31).

The more recent studies of Blau and Kahn (3) and Viscusi (21) led to the conclusion that sex differences in quitting a job are not due to differences in how workers respond to a given set of job conditions, but to differences in the job conditions, themselves. These studies will now be examined.

Viscusi studied quit behavior of individuals in the University of Michigan Panel Study of Income Dynamics, a sample including over 3,000 male and 2,000 female workers. His dependent variable was if the worker quit his or her 1975 job, and independent variables included worker's age, race, schooling, number of children, marital status, health, tenure, union membership, wages, percentage of females in the industry, and the

industry injury and illness rates. Viscusi found male quit rates to be lower than female quit rates, but in the two occupational groups in which female workers were primarily concentrated (clerical and sales and labor and service) the difference in quit rates between males and females was low. For the entire sample, female workers quit roughly twice as frequently as did males (21:389-391).

Tenure is the key to this study. Results show that nearly half of all female employees had been at their jobs less than a year, as compared to just over one-fourth of the males. After one year's tenure, the distribution of quit behavior between males and females was remarkably similar. For workers with a year or less experience women quit twice as often as men did. However, the relative quit rates for subsequent tenure levels showed women to be more stable employees than men. Once past the initial work period the quit percentage for women was 5.9 percent as compared to 6.4 percent for men (21:391).

Viscusi's research also included hypothesis testing which indicated that male and female quit behavior was of a different nature. For example, women were found more likely to quit work in hazardous industries, probably because they felt the type of work was inappropriate. On the other hand, Viscusi found that male and female workers respond almost identically to financial incentives (21:392-395).

Based on this study, Viscusi concluded that male-female quit differences can be explained by differences in job and economic conditions. According to Viscusi, if women's job characteristics and job tenure were the same as men's, their quit rates would also be the same. In addition, Viscusi concluded men's and women's job turnover rates are more similar than earlier research suggests (21:397).

Blau and Kahn came to virtually the same conclusions as Viscusi. Their study included information on the quit behavior of 14 to 24 year old workers from 1969 to 1972. Again, the dependent variable was whether the worker quit his or her job during the survey period. Independent variables included personal characteristics, labor market characteristics and job related variables similar to the Viscusi study (3:389-390).

One objective of the Blau and Kahn study was to determine whether there are sex differences in quit behavior, focusing on overall quitting, rather than the reasons for quitting. Their results suggest there is little basis for the belief that women have higher quit rates than men, and their analyses showed that predicted quit rates for women were actually lower than the predicted rate for men (3:572).

Blau and Kahn's work also compared sex differences in labor market opportunities to personal characteristics. The results of this research showed predicted female quit rates to be less than male's. This suggests that job characteristics are highly related to the sex differences in quit behavior. Blau and Kahn suggest that women are less likely than men to quit if the characteristics of their jobs are the same as men. That is to say, if women hold worse jobs than men in terms of wages, working conditions, etc., then a given set of job characteristics would define a better job for women than for men (3:572-573).

In a related study Angle and Perry (1) found women more committed to their organizations than men. They studied 24 transportation organizations with an employee sample of 1,244 and measured their organizational commitment with an organizational commitment questionnaire. Although the research was designed to find relationships between members' commitment to their work organizations and

organizational effectiveness, the most striking result, according to Angle and Perry, involved "an inverse relationship between organizational commitment and employee turnover" (1:1-10). Angle and Perry found that females were more strongly committed to their organizations than males and therefore less likely to quit. This finding contradicts historical findings which report women to be less involved than men in their work (1:1-10).

Turnover in the Military

Stolzenberg and Winkler (19) conducted a review of the literature for the Rand Corporation to determine why personnel leave the services. They considered the effects of various factors including "compensation, procedures for resolving disputes between individuals and their supervisors, amenities, conveniences, psychological rewards, working conditions, and individual differences in pre-service attributes (such as schooling, mental aptitude, personality characteristics, and demographic characteristics)" (19:61).

Stolzenberg and Winkler's review included studies published through 1981, and they concluded:

Compensation. The effect of pay on quitting appears to change over the course of an individual's military career. Literature suggests that military personnel prefer some forms of compensation at some points in their careers and other forms at other career stages. Most studies reviewed suggest turnover can be reduced by raising compensation levels, but in addition turnover can also be reduced by making personnel aware of the true value of their pay, using lump sum payments more extensively, and allowing individuals more choice about the form in which they are paid (19:61-62).

Dispute Resolution Procedures. According to the literature, counseling of dissatisfied first-term enlistees appears to produce modest gains in reducing mid-term attrition (19:62).

Amenities, Conveniences, Psychological Rewards, and Working Conditions. Stolzenberg and Winkler had difficulty identifying consistent findings about the effect of these variables on turnover in the literature. However, the literature did indicate that "new recruits who enter the services with unrealistic expectations about military life are the most likely to attrite" (19:62).

Individual Differences on Pre-Service Attributes and Demographic Characteristics. These issues as they affect military turnover have received a great deal of attention in the literature. Results of various studies show that mental ability affects turnover. The studies also show that the probability of turnover is increased by a "history of antisocial behavior, legal difficulties, or poor psychological adjustment; lack of a high school diploma; presence of a spouse and dependent children; and enlistment before age 18" (19:63).

Hosek, Grissmer and Fernandez (5), researchers for the Rand Corporation, also studied military retention and turnover. They developed a model for projecting enlisted military strength based on their corporation's studies. The model addresses interrelationships of policy variables such as military wages, bonuses, and recruiting; outside factors such as civilian wages, the unemployment rate, and the youth population; and forecasts of high-quality male enlistments, retention rates, and the structure of the enlisted force (5:3).

To forecast first- and second-term behavior, Hosek et al used models that related retention rates to variables such as the pay ratio, the

unemployment rate, reenlistment bonuses, and certain demographic factors. They then fed those retention rates into a prediction model to project enlisted force structure. Results showed that several factors contributed to increased retention: "the change to an all-volunteer force; recent rises in military pay, unemployment, and reenlistment bonuses" (5:8-9).

Faris (4) conducted an analysis which expanded on Hosek's model from the perspective that an economic model does not account for retention patterns. His findings indicate the presence of two branches of employee motivation -- one group responding primarily to marketplace factors and a second responding to family traditions and norms. Faris' object was not only to make use of standard variables such as education and intelligence, it was also to include important variables such as family status and, in particular, military experience of the recruit's family. His analysis examined the impact of military experience: that is, the consequence of an organization's policies and procedures on the retention of quality personnel. This analysis focused on variables such as job satisfaction, the response to the military mission, and perceptions of military/civilian pay differentials (4:251-252).

Faris used the 1976 Department of Defense Personnel Survey as a data base to analyze the effects of both economic and noneconomic variables on the reenlistment intention of first-term personnel. His dependent variable was intention to reenlist, and independent variables included education, race, father's education, marital status, and three attitude scale items, jobscale, payscale, and military mission (4:261).

Faris found that the best predictor of first-term attrition is education at enlistment: recruits without a high school diploma failed to complete their

first enlistment twice as often as those who graduated. He also found that intelligence-test scores and race played no significant role in attrition. Additional findings included: 1) Those who view their military mission in relatively favorable terms are more frequently positive toward reenlistment; 2) First-term male volunteers, married at the time of the survey, seem more likely to reenlist than those who were unmarried; and 3) Male enlisted personnel who are relatively satisfied with military compensation seem more likely to reenlist. Faris demonstrated the importance of noneconomic factors to retention in his analysis: "Reenlistment plans of enlisted personnel were more heavily influenced by their satisfaction with the intrinsic features of their duty role -- interest, quality of leadership, relations with comrades -- and by their attachment to the meaningfulness of military service, rather than by economic factors of pay, benefits, and hours of work" (4:272).

Turnover and Military Women

This review identified only one study that focused specifically on turnover and military women. Wilcove (23) conducted research in 1983 in an attempted to predict reenlistment and attrition rates among female first-term enlistees. Two questionnaires were administered to approximately 1,000 female Navy recruits. The questionnaires included items in eight areas including "personal history, female role ideology, mental health, motivation to fail, realistic expectations about the Navy, motivation to enlist, similarity to successful recruits, and occupational needs" (23:ii). After 18 months, Wilcove compared questionnaire responses of women who left the Navy with those still enlisted (23: ii).

At the end of the four year enlistment period, approximately 40 percent of Wilcove's sample had quit. Variables he found to best predict attrition were:

> marital status and type of relationships typically formed with males, whether or not a person had a female friend or relative who had been in the military, the degree to which a person needed a job, whether peers and friends approved or disapproved of Navy enlistment, and the need for psychological security. Survivors were more likely than attrites to be unmarried at the time of enlistment, to have many male friends as acquaintances rather than a few close male friends, to have a female friend or relative who had been in the military, to have been employed at the time of enlistment, to have received the support of friends and peers to enlist, and to need the psychological security they could find in the Navy (23:4).

Wilcove's results showed that particular item combinations predicted attrition moderately well and fairly reliably. He concluded, however, that results were mixed about the usefulness of his variables for predicting enlistee attrition. Wilcove suggested that his questionnaire scales could be used to reduce attrition in female enlistees; however, the questionnaire would also cause the rejection of many candidates who would have completed their enlistment satisfactorily (23:9).

Career Intent

Career intention, an employee's future plans concerning staying or leaving an organization, is considered a valid indicator of actual quitting behavior. In recent years increasing numbers of predictive studies used intent as a substitute for actual turnover behavior. As a result of studies by respected researchers such as Martin (9), Mobley (13), Nicholson, Wall,

and Lischeron (15), and Shiflet and Cohen (17), considerable evidence attests to the predictive power of career intent for turnover because of significant correlations found between intent to leave employment and actual leaving. In a review of military related studies, Williams and de Bruin (22) reported similar findings in a study by Faye Shenk who found that an officer's career intentions closely predicted that person's later behavior. In a related study, Williams reported Shenck and Wilburn found 89% of the officers initially categorizing themselves as career officers actually remained in the Air Force and 93% of those identifying themselves as intending to quit the Air Force before twenty years, did (22:15-17).

Nicholson, Wall, and Lischeron (15) not only found the same predictive power of intent, but they also supported the use of career intent as a criterion variable because it focuses on the motivation to leave a job. Nicholson reported that the motivation is as important as the actual leaving behavior when considering factors influencing attitudes about jobs (15:501-502).

Summary

Various ideas have been presented in the past three decades on the predictability of retention or the intent to quit employment. Turnover research of March and Simon formed the basic ideas on turnover and included job attitudes and available job alternatives as predictors. These variables, or variations of them, can be found in almost all turnover research.

Price, Mobley, Martin, and Mowday have described turnover as a process, moving beyond March and Simon's formulations. They postulate

determinants, correlates, and intervening variables that lead to the quitting decision and their work has stimulated much research.

Mowday introduced the idea that nonwork influences such as the opinions of a spouse, spousal employment, employee's outside interests and family considerations can explain turnover behavior. Later researchers found this to be true in the case of women, especially in determining the type of jobs women hold. Viscusi and Blau and Kahn found that the type of employment and length of employment were more highly related to turnover than workers' sex, alone.

Researchers have found that military retention is also affected by nonwork variables, such as family military history. In addition, researchers have found a high correlation between career intention and actual retention behavior, supporting the case for using intent as a prediction of turnover.

These studies show that many different variables relate to an employee's intent to quit their job. More research on these relationships is necessary. The 1984 Organizational Assessment Study provides a data base for such a study. This study gathered data on many of the variables discussed in the research cited here. From this data research on factors relating to the career intent of military women can be continued.

III. Method

This chapter outlines details of this research effort. First the data base is described, including aspects of sample selection and data collection [For a more extensive description of data base development methodology, see The United States Air Force Personnel Force Composition Study: An Analysis of the Effects of Varying Male and Female Force Levels, Annex Five: Organizational Assessment Study (2)]. Second, the specific variables used in this research will be described along with the planned statistical analyses.

Population and Sample Selection

The data base used for this research was developed during the 1984 U.S. Air Force Survey of Work Groups. This survey was reported in The Organizational Assessment Study (2) for the U.S. Air Force Special Study Team in February 1985 by Systems, Research and Applications Corporation (SRA). SRA defined the target population as all enlisted persons who were members of the U.S. Air Force as of August, 1984, and were assigned to bases with at least 100 individuals, not students, not assigned to Geographically Separated Units (GSU), and not assigned to activities outside the Air Force. SRA's sample consisted of 11,841 Air Force personnel, 2,468 of whom were Air Force enlisted women. These women constitute the sample used in the research reported here.

The worldwide sample is representative of the Air Force as a whole as a target population. Thirty Air Force bases were randomly selected, 22 in CONUS, 1 in Alaska, and 7 overseas. Within each base, women were

sampled at twice the rate of men for purposes of the Organizational Assessment Study.

Bases were sampled using "proportionate stratification" (2:4-5) on the basis of a geographic stratification system. One hundred twenty bases met the requirements for inclusion in the population and were sorted geographically, and then ordered by size. Systematic selection was used to give each of the bases appropriate probability of selection and to actually select the 30 sample bases. From each base, 488 individuals were selected for survey participation under strict random probability sampling (2:4-5 to 4-7).

Over 83% of the selected sample participated in the survey. Analysis by SRA found no evidence of nonresponse bias. In addition, the use of geographic stratification and functional account code stratification, by sex, ensured that the sample distributions for these variables closely mirrored the distributions found in the total population (2:4-3 to 4-8).

Questionnaire and Data Collection

The survey instrument was developed by SRA to analyze "the effects of women on work groups and male-female differences in individual performance and commitment" (2:3-2). Specific questions dealing with the respondent's career intent, the respondent's work group and the respondent's supervisor were extracted from the larger survey for the purposes of this study.

Bases chosen to participate in the survey were scheduled in advance so that no major Air Force activities would interfere with the survey administration. Each base was notified two weeks in advance of their four day schedule. Upon notification the Base Survey Control Officer set up

group sessions of forty respondents each, scheduled and notified all participants. At assigned survey times, log-in and social security number cross-checks were accomplished to ensure the random sampling design was adhered to.

The National Opinion Research Center (NORC) of the University of Chicago subcontracted to SRA for survey administration and data collection. Survey participants completed a written questionnaire consisting of 169 close-ended questions by filling in optically-scanned answer sheets. The survey took about an hour to complete and NORC personnel were available throughout its administration to aid participants.

The survey instrument was pretested on 150 respondents at Dover Air Force Base, Deleware. The pretest was administered to assure the instrument's clarity and face validity, and to iron out any construction problems. Further pretesting was accomplished on 25 respondents at Brooks Air Force Base, Texas, for its final fine tuning. Of particular interest during the pretest was whether the definition of 'work group' was understandable to all survey participants, as the work group concept was critical to the administration of the test.

As defined for this survey, work group was used as a point of reference for respondents as "the small group of people with whom the respondent works on a daily basis toward a common objective or mission" (2:3-4). The work group was further defined as generally consisting of twenty or less people working on the same shift, in the same building or general area, with the same functional account code and for the same supervisor.

The NORC representative administering the survey explained this definition of the work group to each group being surveyed. In addition, participants received a pledge of confidentiality and further directions on

filling out the questionnaire. After these initial instructions, questionnaires were filled out individually and completed questionnaires were quality checked by a NORC representative before the respondent left the test area.

Variables

Specific items dealing with the subject of this study were extracted from the 1984 U.S. Air Force Survey of Work Groups (2) and analyzed. Survey questions extracted for this study are included in Appendix A. The concern of this study was the relationship of various factors to an enlisted woman's career intentions, whether or not she would like to stay in the Air Force or get out.

Career Intent. Intent was measured with a grouped variable combining the number of years the respondent expects to remain in the Air Force (Item 128), whether or not the respondent wants to finish her present enlistment (Item 129), and the total number of years the respondent has already served in the Air Force (Item 144). Items 128 and 144 were first combined and all respondents with a total of 20 years or more were grouped together and respondents with less than a 20 year total were grouped together. These intent variables were then cross-tabulated with Item 129 as shown in Table 1. Three values for a new grouped variable were then formed as shown in Table 2. By examining differences among these three groups which differ as to career intent, the research questions will be answered.

Supervisor. Supervisor's sex and rank are measured in items 62 and 64 (Survey questions are in Appendix 1). Values including respondents with supervisors of ranks Airman Basic through Airman First Class (.3%) and

TABLE 1

Cross-tabulation of Career Intent and Desire to Finish Present Enlistment

	Do NOT want to quit	Want to quit
Years of service plus years to serve = 20 years	362	31*
Years of service plus years to serve < 20 years	1492	563

*contradictory response; Items 128 and 144 indicate respondent wants to complete 20 years, but Item 129 indicates she does not want to complete present enlistment

TABLE 2

Construction of the Career Intent Values

Value		Components
Career	=	Years of service plus years to serve ≥ 20 years and Wants to finish present enlistment
Undecided	=	Years of service plus years to serve < 20 years and Wants to finish present enlistment
Quit	=	Years of service plus years to serve < 20 years and Does <u>not</u> want to finish present enlistment

respondents who did not know the ranks of their supervisor (.1%) will be excluded from this study.

Supervisor's quality is measured in items 66 through 76. These items will be examined to determine if a single combined variable might form an appropriate measure of supervisor's quality. Item 95 measures whether, in the respondent's opinion, poor supervision is a problem in her work group.

Structure of the Work Group. The structure of the respondent's immediate work group includes variables pertaining to the make-up of the work group, its size, number of women, and number of single men in the group as measured in items 6, 12, 13, 16, and 85. Values including respondents in undefined work groups (.2%) will be excluded from the study.

Wanting to Change Work Factors. Whether the respondent wants to change the particular type of work she performs is measured by item 28. Whether she wants to change her work schedule is measured by item 33 and the reason she wants to change her schedule is measured by item 34.

Job Environment. Work environment of the respondent, including whether the respondent works in a hazardous area, in excessive heat or cold, or in an office, shop or airplane are measured in items 51 through 57. By combining values from the base identification provided on each survey, respondent's location will be identified as either continental US (CONUS) or overseas. Item 96 measures whether the respondent thinks poor working conditions affect duty performance in the work group.

Attitude toward the Work Group. Variables measuring the respondent's attitude toward the work group, including whether or not she would like to transfer out of the work group, are measured in item 26, and why in item

27. In item 27, values including whether the respondent liked her work's location or environment (6.4%) will not be included in the analysis. Whether she would recommend others join her work group are measured in items 29 and 30. Respondent's opinion about the cohesiveness of her work group are measured; by item 37, whether she thinks her group works well together; and item 104, whether she thinks poor morale is a problem in her work group.

Analyses

The data file for this research was extracted from the Organizational Assessment Study data base. The initial step in data analysis was to verify the data frequencies against those reported on the selected items in the Organizational Assessment Study data base. These frequencies were computed using SPSS-X (18) to insure proper transcription. All analyses were planned for computation using SPSS-X procedures on a VAX 11/785 computer.

Type of statistical method employed depended on the level of measurement for the variable being examined. For nominal level data, Chi-square tests for independence were planned. For interval level data, oneway analyses of variance were considered appropriate. In the latter case, Duncan's procedure was used to test differences among means.

IV. Results

This chapter presents the results of the statistical analyses conducted to answer each of the research questions.

Question 1: Is there a relationship between the supervisor and an enlisted female's Air Force career intentions?

This question was addressed by examining the supervisor's rank, supervisor's sex, an index of supervisory quality, and an item asking whether poor supervision was a problem in the work group.

Supervisor's Rank. Analysis of the supervisor's rank indicated differences among enlisted women who intend to remain in the Air, those who are undecided, and those who would like to leave the Air Force (X^2 = 18.48, df = 6, p = 0.005). Table 3 shows that the major difference suggested by cross-tabulation of career intent and supervisor's rank is for women who work for officers. More women are undecided about their careers if they work for an officer (71.9% compared to 61.6% overall), but fewer women want to quit the Air Force if they work for an officer (16.0% compared to 23.3% overall).

Supervisor's Sex. Analysis of intent relative to supervisor's sex indicated no differences. Of respondents with male supervisors, 15.4% were identified as having career intentions, 61.9% were undecided, and 22.6% wanted to quit. Of respondents with female supervisors, 13.6% were career, 59.6% were undecided, and 26.8% wanted to quit (X^2 = 3.31, df = 2, p = 0.19).

TABLE 3

Supervisor's Rank and Career Intentions

Career Intention	Supervisor's Rank: Sgt to TSgt	MSgt to Chief	Officer	Civilian	Row Total
Career	214 16.5%	82 13.6%	31 12.1%	23 13.9%	350 15.1%
Undecided	783 60.4%	360 59.6%	184 71.9%	104 62.7%	1431 61.6%
Quit	300 23.1%	162 26.8%	41 16.0%	39 23.5%	542 23.3%
Column Total	1297 55.8%	604 26.0%	256 11.0%	166 7.1%	2323 100.0%

Supervisor's Quality. To examine supervisory quality, a supervisor quality index was formed from eleven quality-related questions (survey questions 66 through 76). Two indices were formed from these questions. Index 1 was the average mean from survey questions 67, 68, 72, 73, and 75, questions which showed the highest correlations in a Pearson correlation analysis. Index 2 combined an overall average mean from all survey questions, 66 through 76. Index 1 and index 2 were then correlated with each supervisor quality question. Table 4 shows the results of a Pearson correlation suggesting both indices are highly correlated with each individual item. Index 2 showed a higher overall correlation and was, therefore, used as the supervisor quality variable.

Oneway analysis of variance of supervisor quality using career intent as the independent variable yielded $F = 45.04$, $df = 2$, $p < .01$. Table 5 compares means from a scale of 1 to 5, 1 equalling a high quality

TABLE 4

Correlation of Supervisor Quality Indices and Supervisory Behavior Items

	Item Number										
Index	66	67	68	69	70	71	72	73	74	75	76
1	.65	.81	.79	.67	.55	.53	.87	.81	.65	.80	.65
2	.70	.76	.75	.74	.63	.64	.85	.76	.73	.80	.73

supervisor and 5 equalling a poor quality supervisor. The table shows that those women who intend to stay with the Air Force or who are undecided about an Air Force career scored their supervisor's quality higher (X = 2.36 and 2.43, respectively) than those who would like to quit

TABLE 5

Quality of Supervision and Career Intent

	Quality of Supervision	
Intention	Frequency	Mean
Career	359	2.36
Undecided	1463	2.43
Quit	553	2.80*

*This mean is significantly different from the other two means, $p < .01$.

the Air Force ($\bar{X}$ = 2.79). A Duncan procedure was used to test the differences among the means. The process shows that the 'career' and 'undecided' women rated their supervisors differently from the women who wish to quit at a .01 significance level.

Poor Supervision. Another oneway analysis of variance was performed to examine career intent and whether poor supervision is considered a problem in the work group, item 95. The analysis yielded an F of 35.19 (df = 2, p = .01). The mean response for quitters, $\bar{X}$ = 3.32, was significantly lower (p < .01, Duncan analysis) than that for the other groups, $\bar{X}$ = 3.95 and 3.86. Thus this item validates the findings from use of the supervisory quality index.

Question 2: Is there a relationship between the structure of the work group and an enlisted female's Air Force career intentions?

To examine this issue, five work group composition factors were compared to career intent. Analysis indicated little difference among these variables when individually compared to career intent.

Type of Work Group. Analysis showed that 15.7% of the women who worked on a small, stable team had career intentions, while 61.3% were undecided and 23% wanted to quit the Air Force. Of those women who worked alone within a larger group, 14.4% intended to stay in the Air Force, 62.3% were undecided and 23.3% wanted to quit. Only 12% of the women working on a crew that changed day to day wanted to stay with the Air Force, while 57.1% were undecided and 31% wanted to quit. Finally, of those women who worked in a one deep position, 16.7% were career oriented, 57.8% were undecided and 25.6% were classified as quitters (χ^2 = 4.16, df = 4, p = .29).

Size of Work Group. Work groups were divided into three size groups for analysis, 1 through 4 members, 5 through 8 members, and 9 through 15 members. In the smallest group, 14.9% of the women were career, 62.5% were undecided and 22.6% wanted to quit. In the mid-size group, 15.3% wanted to stay in the Air Force, 61.1% were undecided and 23.5% were quitters. The largest group only showed 9.7% wanting to stay, 56.5% undecided while 33.9% wanted to get out (χ^2 = 5.0, df = 4, p = .29).

Percent of Females in Work Group. Percent of women in the work group were divided into four groups for analysis, 1 to 25 percent, 25 to 50 percent, 50 to 75 percent, and 75 to 100 percent. These percentages were obtained by dividing the total number of women in the work group from item 13 by the total number of personnel in the work group from item 12 and multiplying by 100. Analysis of these percentage groups indicated no difference among enlisted women who have twenty year career intentions, those who are undecided and those who have no Air Force career intentions (χ^2 = 5.9, df = 6, p = .43).

Percent of Single Males in Work Group. Percent of single men in the work group were divided in a similar fashion except that an additional group was added to include 0. Percentages were obtained by dividing the total number of single men in the work group from item 16 by the total number of personnel in the work group from item 12 and multiplying by 100. Analysis of these percentage groups indicated no difference among enlisted women just as the percent of females in the work group did (χ^2 = 8.69, df = 8, p = .37).

Work Group more than 50% Female. Of respondents whose work group consists of 50% or more women, analysis showed that 15.9% had career intentions, 61.6% were undecided and 22.5% wanted to get out of the Air

Force. Of those whose work groups consisted of less than 50% women, 14.4% want to make the Air Force a career, 61.8% are undecided and 23.8% want to quit (χ^2 =1.3, df = 3, p =.73).

Question 3: Is there a relationship between wanting to change work factors and an enlisted female's Air Force career intentions?

This question was addressed by examining a woman's desire to change the type of work she does or to change her work schedule.

Want to Change Type of Work. Analysis of a respondent's desire to transfer to a different work group on base for a different type of work appears to be related to an enlisted woman's career intentions, χ^2 = 40.56, df = 2, p < .001. Table 6 shows that the major difference appears to be individuals who want to quit the Air Force. Nearly 29% of those who want to transfer to a new type of job want to leave the Air Force, while only 18.0% of those who do not want a new job would like to leave the Air Force.

Want to Change Work Schedule. Similar results were found for wanting to change work schedule (χ^2 = 30.23, df = 3, p < .001). Table 7 shows the major differences appear to be in women who intend to quit the Air Force. Over thirty percent of the women who would like a different work schedule want to leave the Air Force while only 19.8% of the women who do not want a schedule change want to leave.

Question 4: Is there a relationship between job environment and an enlisted female's Air Force career intentions?

This question was addressed by examining a location variable, seven environment variables and the respondent's opinion about whether poor

TABLE 6

Wanting to Change Type of Work and Career Intentions

Career Intention	Want to Change Type of Work: Yes	No	Row Total
Career	151 13.1%	209 16.9%	360 15.1%
Undecided	673 58.2%	803 65.1%	1476 61.7%
Quit	333 28.8%	222 18.0%	555 23.2%
Column Total	1157 48.4%	1234 51.6%	2391 100.0%

TABLE 7

Wanting to Change Work Schedule and Career Intentions

Career Intention	Want to Change Work Schedule: Yes	No	Row Total
Career	95 13.6%	267 15.2%	362 15.1%
Undecided	380 58.5%	1104 62.8%	1484 61.7%
Quit	210 30.1%	349 19.8%	559 23.2%
Column Total	685 48.4%	1720 51.6%	2405 100.0%

work environment is a problem for the work group. The location variable identified the respondent's base of assignment as overseas or CONUS. The environment variables included whether the respondent works on a flightline, in an airplane, in a hazardous area, in a hanger, warehouse or shop, in extreme heat or cold, in the out of doors, or in an office.

Stationed Overseas or in CONUS. Whether one is stationed overseas or in the CONUS shows little difference in relation to career intent (χ^2 = 5.13, df = 2, p = .08). Of the women stationed overseas, 16.5% wanted to remain in the Air Force, 63.1% were undecided and 20.4% wanted to quit. Of those stationed in the CONUS, 14.4% were career, 61.2% were undecided and 24.4% wanted to quit.

Work in an Airplane. Only 34 women out of our total sample of 2,468 worked in an airplane, or only 1.4%. Of those women, 14.7% have career intentions, 47.1% are undecided and 38.2% want to get out, compared to 15% career, 61.9% undecided and 23% quitters for women who do not work in an airplane (χ^2 = 4.53, df = 2, p = .10).

Work in a Hazardous Area. Of the women working in a hazardous environment, 18.3% are career, 54.7% are undecided and 27% are quitters. Of the women not working in a hazardous environment, the percentages closely parallel overall totals at 14.6%, 62.7% and 22.8%, respectively (χ^2 = 7.01 df = 2, p = .03).

Work in a Hanger, Warehouse or Shop. Analysis of the women working in a hanger, warehouse, or shop indicates 14.9% wish to stay in the Air Force, 61.9% are undecided and 23.2% want to quit. Of women not working in those areas, 15.1% wish to stay, 61.7% are undecided and 23.2% also want to quit (χ^2 = .01, df = 2, p = .99).

Work in an Excessively Warm or Cold Area. Analysis of this environmental factor indicates differences among enlisted women who intend to remain in the Air Force, those who are undecided, and those who would like to leave (χ^2 = 15.71, df = 2, $p < .001$). Table 8 shows that the major difference suggested by cross-tabulation of career intent and working in an excessively warm or cold area is for women who work in that environment. Over 29% of the women who work in the harsh environment described here want to leave the Air Force, compared with only 21.4% who do not work in that environment.

TABLE 8

Work in an Excessively Warm or Cold Area and Career Intentions

Career Intention	Work in Heat/Cold: No	Work in Heat/Cold: Yes	Row Total
Career	286 15.7%	75 12.7%	361 15.0%
Undecided	1142 62.9%	345 58.3%	1487 61.8%
Quit	388 21.4%	172 29.1%	560 23.3%
Column Total	1816 75.4%	592 24.6%	2408 100.0%

Work Outside. Analysis shows little difference for women working out-of-doors. Of those working outside, 14.2% want to stay in the Air Force, 59.5% are undecided about their career intentions, and 26.4% want

to quit. Of the women not working out-of-doors, 15.2% are career, 62.2% are undecided and 22.6% are quitters (χ^2 = 2.64, df = 2, p = .27).

Work in an Office. Analysis of this environmental factor indicated differences among those who would like to remain in the Air Force, 14.7%, those who are undecided, 63.5%, and those who want to quit, 21.8%. This compares to those who do not work in an office, 15.8%, 56.9%, 27.3%, respectively (χ^2 = 9.79, df = 2, p = .008).

Poor Work Conditions Are a Problem. Analysis of variance of the item asking whether poor work environment is considered a problem for the work group yielded an F = 27.47, df = 2, p < .01. Means from a scale of 1 to 5, 1 equalling a poor environment and 5 equalling a good environment were compared. Results of this comparison indicates that those women who intend to stay in the Air Force and those who are undecided about their Air Force career scored their environment better (X = 4.09 and 4.13, respectively) than those who would like to get out of the Air Force (X = 3.70). The Duncan procedure indicated a difference among the means of these groups. Career and undecided groups of women rated their work environments significantly differently from the women who want to leave the Air Force (p < .01).

Question 5: Is there a relationship between the attitude toward the work group and an enlisted female's Air Force career intentions?

This question is analyzed by exploring four items. Whether an individual wishes to transfer from her work group and the reason for wanting that transfer, plus whether the work group works well together and whether low morale is a problem in the work group.

Transfer from Work Group. Analysis indicated differences among variables dealing with one's desire to transfer to a different work group and an enlisted woman's career intentions. Major differences suggested by cross-tabulation were apparent in each category, as seen in Table 9. The table indicates that a larger percent of women who want to transfer out of their work group would also like to leave the Air Force while a smaller percent would like to stay or are undecided. The opposite is true for women who do not want to transfer; less want to leave the Air Force and more want to stay or are undecided (χ^2 = 68.28, df = 2, p < .001).

TABLE 9

Wanting to Transfer to a Different Work Group and Career Intentions

	Want to Transfer		
Intention	Yes	No	Row Total
Career	119 13.1%	244 16.2%	362 15.0%
Undecided	491 54.4%	995 66.0%	1486 61.7%
Quit	293 32.5%	268 17.8%	561 23.3%
Column Total	902 37.4%	1507 62.6%	2409 100.0%

Reason for Wanting to Transfer Work Group. The reason for wanting to transfer work groups also showed differences when examined in relation to an enlisted woman's career intentions (χ^2 = 25.89, df = 8, p = .001). A major difference suggested by cross-tabulation in Table 10 is for women

TABLE 10

Reason for Wanting to Transfer from the Work Group and Career Intentions

Career Intention	Reason for Wanting to Transfer: Don't Like Super	Don't Like Co-work	Don't Like Duties	Don't Like Shift	Other Reason	Row Total
Career	10 7.3%	7 14.6%	28 12.7%	10 12.7%	59 15.6%	114 13.2%
Undecided	62 45.3%	29 60.4%	110 50.0%	42 53.2%	221 58.3%	464 53.8%
Quit	65 47.4%	12 25.0%	82 37.3%	27 34.2%	99 26.1%	285 33.0%
Column Total	137 15.9%	48 5.6%	220 25.5%	79 9.2%	379 43.9%	863 100.0%

who do not like their supervisors, 47.4% of these women want to leave the Air Force, compared to only a 33%, overall.

Work Group Works Well Together. This work group morale variable was studied in relation to career intent using oneway analysis of variance yielding $F = 45.16$, $df = 2$, $p < .01$. This item used a scale of 1 to 5 where 1 is the work group does work well together, and 5 is the work group does not work well together. The Duncan procedure showed a significant difference among the means of the 'career' and 'undecided' groups and the 'quit' group in relation to the group morale variable at $p < .01$. Career and undecided women rated their work groups significantly higher on this question than those women who wanted to quit.

Low Morale is a Problem. The same oneway analysis of variance was performed with this second group morale variable. This item also used a scale of 1 to 5 where 1 is low morale is a problem in the work group and 5 is low morale is not a problem. The analysis yielded $F = 63.42$, $df = 2$, $p < .01$. The Duncan procedure indicated the same difference among the women's groups ($p < .01$). Career and undecided women rated their work groups significantly higher on this item than did those intending to quit.

V. Discussion

This chapter discusses conclusions about each research question and integrates those conclusions with the findings of other researchers. The limitations of the research are discussed, and recommendations based on this study's findings are presented.

Question 1: Is there a relationship between aspects of the supervisor and an enlisted female's Air Force career intentions?

Supervisor's Rank. Fifty-six percent of our enlisted women work for Sergeants, Staff Sergeants, and Technical Sergeants. The career intentions of these women parallel women's intentions, overall, as do the career intentions of the 7% who work for civilians (15% career, 62% undecided, 23% quitters). However, a larger difference in career intent is found for the 26% of the women who work for Master Sergeants, Senior Master Sergeants, and Chief Master Sergeants and for the 11% who work for officers. More women working for higher ranking enlisted supervisors want to leave the Air Force (26.8%) while markedly fewer women working for officers want to leave (16%). Possible reasons for such differences are, at best, only speculative. Differences may be attributed to the differences in types of positions or in leadership styles. The data examined in this study does not provide insight.

Supervisor's Quality. Krackhardt et al. (6), Farris (4), Mobley, Hollingsworth and Horner (12), Martin (9) and Mowday (14) found quality of supervision to be an important facet of job satisfaction, thus affecting turnover behavior. Faris, for example, compared attitudes about military

and civilian jobs, including attitude toward one's supervisor, to military reenlistment behavior and found that respondents with positive attitudes toward their supervisors were also positive about staying in the military (4: 261). The same findings are evident in this study which suggests that a supervisor's professional qualities may be related to turnover. Qualities such as how a supervisor handles discipline, training and evaluations and how the supervisor sets the example for subordinates seem to be related to female subordinate's career intentions. This pattern probably holds true for males as well as females. A good supervisor impacts all aspects of his or her work force, to include providing an input into subordinates' career decisions.

Question 2: Is there a relationship between the structure of the work group and an enlisted female's Air Force career intentions?

Make-up of the work group, including the percent of single males in the group as well as the percent of females in the work group is not significant when compared to females' career intentions. The number of single males in the work group does not show a relationship to career intent and does not seem to affect a woman's attitude toward her job, nor did the size of the work group or the particular type of work group (i.e., stable crew, changing crew, one-deep position or supervisory position).

The effect of the number of women working in the same work group and of work groups composed of more than 50% women were also studied. Regardless of the number of females career intentions remain very close to the overall average of 15% career, 62% undecided and 23% quitters. These findings on group structure suggest that structural aspects of the group

have little or no impact on the career decisions of female enlisted personnel.

Question 3: Is there a relationship between wanting to change work factors and an enlisted female's Air Force career intentions?

As discussed in the review of turnover models, job satisfaction is a major variable affecting turnover decisions. This research question bears on the research dealing with job satisfaction. Workers unhappy with the type of work they do or unhappy with their work schedule are often dissatisfied with their jobs. As the models predict, the findings here show that a greater percent of women who are dissatisfied with certain job factors want to leave the Air Force; 29% of the women who want to change the type of work they do intend to leave the Air Force compared to only 18% of those who do not want a change. Of the women who want to change their work schedule, 30% intend to quit compared to 20% of those women who do not want a schedule change.

Although general dissatisfaction with the job is related to career intent, no one specific reason stands out as a cause of the dissatisfaction. Women wanting to change their work schedule were asked why, and three responses were given most frequently. These were family responsibilities (29%), school (31%) and other reasons, including more social time (35%). Therefore, although the reasons vary, it can be concluded that wanting to change work factors is related to career intent.

Question 4: Is there a relationship between job environment and an enlisted female's Air Force career intentions?

Blau and Kahn found that job characteristics are responsible for higher

quit rates for women (3: 572-573). Two variables were found in this study to support Blau and Kahn's findings: more women working in excessively harsh climates (31%) want to leave the Air Force than those not working in those climates (21%), and fewer women working in an office environment (22%) want to leave the Air Force than those not working in an office (32%).

Although Blau and Kahn found that women working in a hazardous environment tended to have higher turnover, this research did not support their findings. However, only 12% of the women surveyed by SRA considered their work environment to be hazardous. Blau and Kahn based their assessment of a hazardous environment on work area accident rates rather than on the respondents' opinions. This difference in definition probably accounts for the discrepancy between our findings.

The other areas in which Air Force women work were found unrelated to career intent. They include: on the flightline; in an airplane; in a hanger, warehouse, or shop; and outside. From this it can be concluded that working out in the weather is not the critical environmental factor but rather whether the weather is severe or not. When asked if poor work environment is a problem for their work group, women intending to leave the Air Force thought it was a more serious problem than those women intending to stay or undecided about their careers. Overall indications of this study, then, are that situational factors of the job are related to career intent.

Question 5: Is there a relationship between one's attitude toward the work group and an enlisted female's Air Force career intentions?

Another indicator of the job satisfaction variable used in turnover

models is whether a worker would like to transfer to another work group. Again, the results of this study parallel the results from other turnover research showing that a larger percent of women who would like to transfer would like to leave the Air Force. Krackhardt identified attitude toward the work group as part of his job scale and found people who viewed their co-workers positively also evaluated their job in a positive light. These were the ones Krackhardt found tended to stay with their jobs (6: 250). Similarly, a higher percentage of women in this study who want to remain with their work group also want to stay in the Air Force or are undecided about their career intentions (82%) compared to those who do want a transfer (68%).

An important aspect of this question is the reason behind the wish to transfer. Of the 863 women who want to transfer from their work group, 33% want to leave the Air Force, 10% more than the overall average. More important, though, this question shows a breakdown by reason for wanting to transfer. Of those women who do not like their supervisors, 47% intend to leave the Air Force. This directly relates to the results found in research question 1 about the importance of the supervisor in turnover behavior.

Support is also found for the relationship between quitting and the nature of a woman's work; 37% of the women who do not like their duties want to quit and 34% who do not like their shift want to quit, compared to 23% overall.

Another indicator of attitude toward the work group is the respondent's opinion about work group morale, measured by two questions, whether the work group works well together and whether low morale is a problem for the work group. The women who want to stay or are undecided about their Air Force career tended to agree with the statement, "People in my

work group work well together." However, the women who intend to quit tended to be neutral, neither agreeing nor disagreeing with the same statement, thus showing a distinctly different attitude toward the group. Similarly, when presented with the statement "Low morale is a problem in your work group," the women with career intent or undecided about their careers answered morale is a moderate problem while quitters answered that morale is a serious problem in the work group. From these attitude - cohesion - intention indicators, we can conclude there is a relationship between attitude toward the work group and career intent.

Conclusions

This research examined the relationships between women's work groups, supervisors, job situations and career intentions. The principle findings can be summarized as follows:

a. Overall, 15% of the enlisted women surveyed intended to make the Air Force a career, 62% were undecided about their career intentions and 23% intended to leave the Air Force.

b. Some factors that appear to be related to intent to leave the Air Force were:

1. Low work group morale
2. Poor quality supervision
3. Wanting to transfer from the work group
4. Undesirable type of work
5. Unfavorable work schedule
6. Rank of the supervisor
7. Excessively hot or cold work environment

c. Some factors that appear not to be related to intent to leave the Air Force are as follows:

1. Sex of supervisor
2. Structure of work group team
3. Size of work group
4. Percent of females in the work group
5. Percent of single males in the work group
6. CONUS vs. overseas assignment

Limitations

Two limitations on the research findings reported here should be kept in mind. First, due to the large sample size, some of the results obtained may be statistically significant, but not represent truly meaningful differences. The Chi-square analyses tested for independence, and the results cannot be interpretted as a measure of association. How strongly the variables are related cannot be shown. Second, the Chi-square analyses used here cannot be used to infer causality. For example, a relationship between supervision and quitting intention can be shown, but whether poor supervision causes the quitting behavior or whether those who make up their minds to quit then think their supervisors are poor cannot be conclusively demonstrated. The results presented here are based on reason and interpretation based on the research literature. That is not to say that there cannot be disagreement with the findings reported herein.

Recommendations

The research reported here underscores the importance of good supervision and leadership for our enlisted work groups. Professional

military education, such as NCO Academy, and military knowledge study guides should include information not only on how to lead, but also on the effects of failing to lead. The results reported here suggest that the supervisor holds the key not only to work group mission accomplishment and productivity but also to retention of quality personnel.

On a slightly different note, this study raises questions about the eventual success of females in nontraditional areas. It is critical that doors remain open and equal opportunity be provided. However, it is important to recognize that the Air Force is truly a leader in opening doors for women as compared with the private sector. Although some women will seek the nontraditional job, many others may seek jobs that have been traditionally female. Women in nontraditional career fields who have traditional career field aspirations may be dissatisfied members and look outside the Air Force for such opportunities. The Air Force should not only track policies relating to career fields but also actual preferences, manning, and performance of women in nontraditional areas.

Last, research relating to women in the Air Force should be continued. This research suggests that men and women may be quite similar in what affects them to make a choice to leave the Air Force. The results are clearly inconclusive but further research could shed light on what the real issues are that the Air Force must face as the number of women increases. This research has attempted to provide a little more insight into a single issue. Causal studies on this and other topics remain to be done.

Appendix A: Survey Questions Extracted from the Organizational Assessment Study (2: Appendix A)

Base Identification: At what base are you stationed?

6. Which one group of those listed best describes your regular work group? Mark the one letter on your answer sheet . . . .

A. A small, stable team: A small group of people who usually work together on the same shift. That is, from 2 to 20 people who work in the same space, for the same supervisor.

B. Alone, or a small group, within a larger shift: People who work alone, or with just a few other people, but who report for work together as part of a group or shift of from 2 to 20 people who work for the same supervisor.

C. Changing Crew: A small group of from 2 to 20 that is put together for a specific mission, taking members from larger pools of specialists.

D. Supervisor of supervisors: A person who is responsible for 1 or more supervisors.

E. "One-deep" person: A person who works alone and does not belong to a work group.

F. None of the above

12. Thinking of the group defined in the box, and including yourself, what is the total number of people in your work group?

13. How many in your work group (including yourself) are women?

16. How many of the men in your work group are single? (IF YOU ARE NOT CERTAIN, GIVE YOUR BEST ESTIMATE; IF YOU DO NOT KNOW, MARK "DON'T KNOW")

26. Would you transfer to a different work group on this base if you could, other than for advancement or to change specialty (AFSC)?

A. Yes (Skip to 27)
B. No (Skip to 28)

27. ANSWER ONLY IF YOU SAID YOU WOULD TRANSFER IN Q. 26
What is the main reason you would transfer? (MARK ONE RESPONSE)

A. Don't like supervisor
B. Don't like co-workers
C. Don't like the duties, work tasks, that make up the job
D. Don't like the physical conditions of the work
E. Don't like the location of the work
F. Don't like the hours/shift
G. Other reason

28. Would you transfer to a different work group on this base if you could do a <u>different</u> <u>type</u> <u>of</u> <u>work</u>, other than for advancement or to change specialty (AFSC)?

A. Yes
B. No

33. Would you prefer a different work schedule?

A. No (skip to Q. 35)
B. Yes, would prefer a different work schedule (go to Q. 34)

34. ANSWER ONLY IF YOU WOULD PREFER A DIFFERENT WORK SCHEDULE

If you would prefer a different schedule, why is that? **(MARK THE ONE MOST IMPORTANT REASON)**

A. To spend more time with my family
B. To solve problems of dependent/child care
C. To make it easier for me to work a second job
D. To go to school
E. To have more time for my social life
F. Other

37. People in my work group work well together.

A. Strongly agree
B. Agree
C. Neither agree nor disagree
D. Disagree
E. Strongly disagree

For each item below answer Yes or No, to show whether it describes where you worked last week, or the last week you worked in your work group (MARK ONE ANSWER FOR EACH ITEM)

	yes	no
51. On a flight line	A	B
52. In an airplane (flying)	A	B
53. In a hazardous area	A	B
54. Warehouse/hanger/shop	A	B
55. In an excessively warm or cold area	A	B
56. Out-of-doors	A	B
57. In an office environment	A	B

62. What is the rank of the supervisor you report to? (MARK ONE RESPONSE ON YOUR ANSWER SHEET)

A. E-2 to E-3
B. E-4 to E-6
C. E-7 to E-9
D. Officer
E. Civilian
F. Don't Know

64. What is this supervisor's sex? (MARK ONE)

A. Male
B. Female

For each of the following statements, mark the letter shown below that best represents your opinion. Mark that letter on your answer sheet.

A = Strongly Agree
B = Agree
C = Neither Agree nor Disagree
D = Disagree
E = Strongly Disagree

My work group supervisor . . .

66. makes sure the work gets done
67. handles disciplinary problems poorly
68. insures that people new to the work group are trained effectively and thoroughly
69. deals poorly with personnel shortages in the work group
70. deals effectively with equipment shortages in the work group
71. encourages me to continue my Air Force career
72. sets a good example for us
73. can be counted on to help me when I have technical questions about my job
74. encourages me to take positions of increased responsibility
75. evaluates accurately, based on performance
76. recommends people for awards when appropriate

85. Are half or more of the members of your work group women?

A. Yes (skip to Q. 90)
B. No (go to Q. 86)

Below are some factors that might affect a group's ability to accomplish its mission. Please evaluate the extent to which each factor is a problem that interferes with your work group's ability to get the job done. Mark the letter that best represents your opinion on each item.

A = very serious problem
B = serious problem
C = moderate problem
D = slight problem
E = no problem at all

Is _____ a problem for your work group?
95. Poor supervision
96. Poor working conditions
104. Low morale

128. How many <u>more</u> years do you expect to serve on active duty in the Air Force?

A. less than 1 year
B. 1 more year
C. 2 more years
D. 3 more years
E. 4 more years
F. 5 more years
G. 6 to 10 more years
H. 11 to 15 more years
I. 16 or more years
J. Undecided about how many more years I plan to stay in the Air Force.

129. How do you feel about leaving the Air Force before your term of service is up? (mark one)

A. Do not want to leave
B. Would like to leave if I could before my term of service is up
C. I am taking advantage of an "early out" program

130. What is your sex?

A. Male
B. Female

144. How much total active federal military service have you completed?

A. Less than 1 year
B. 1 year but less than 2
C. 2 years but less than 3
D. 3 years but less than 4
E. 4 years but less than 5
F. 5 years but less than 6
G. 6 years but less than 7
H. 7 years but less than 8
I. 8 years but less than 9
J. 9 years but less than 10
K. 10 years but less than 15
L. 15 years but less than 20
M. 20 years or more

Appendix B: Frequencies of Survey Questions and Additional Variables

Base Identification.

Item	Frequency	%
1.	84	3.4
2.	68	2.8
3.	83	3.4
4.	87	3.5
5.	68	2.8
6.	78	3.2
7.	95	3.8
8.	60	2.4
9.	84	3.4
10.	77	3.1
11.	66	2.7
12.	107	4.3
13.	68	2.8
14.	80	3.2
15.	75	3.0
16.	109	4.4
17.	84	3.4
18.	73	3.0
19.	74	3.0
20.	69	2.8
21.	74	3.0
22.	84	3.4
23.	90	3.6
24.	105	4.3
25.	89	3.6
26.	75	3.0
27.	99	4.0
28.	115	4.7
29.	76	3.1
30.	72	2.9
TOTAL	2468	100.0

Question 6.

Item	Frequency	%
1.	1443	58.5
2.	737	29.9
3.	86	3.5
4.	41	1.7
5.	96	3.9
6.	5	.2
99.	60	2.4
TOTAL	2468	100.0

Question 12.

Item	Frequency	%
1.	17	.7
2.	1313	53.2
3.	733	29.7
4.	338	13.7
5.	64	2.6
99.	3	.1
TOTAL	2468	100.0

Question 13.

Item	Frequency	%
0.	33	1.3
1.	729	29.5
2.	623	25.3
3.	425	17.6
4.	551	22.3
5.	95	3.8
99.	2	.1
TOTAL	2468	100.0

Question16.

Item	Frequency	%
0.	611	24.8
1.	559	22.6
2.	447	18.1
3.	282	11.4
4.	164	6.6
5.	301	12.2
6.	39	1.6
95.	65	2.6
TOTAL	2468	100.0

Question 26.

Item	Frequency	%
1.	922	37.4
2.	1538	62.5
6.	1	.0
9.	7	.3
TOTAL	2468	100.0

Question 27.

Item	Frequency	%
1.	138	5.6
2.	51	2.1
3.	223	9.0
4.	36	1.5
5.	24	1.0
6.	81	3.3
7.	390	15.8
96.	10	.4
97.	5	.2
98.	1508	61.1
99.	2	.1
TOTAL	2468	100.0

Question 28.

Item	Frequency	%
1.	1181	47.9
2.	1261	51.1
3.	26	1.1
TOTAL	2468	100.0

Question 33.

Item	Frequency	%
1.	697	28.2
2.	1759	71.3
6.	1	.0
9.	11	.4
TOTAL	2468	100.0

Question 34.

Item	Frequency	%
1.	156	6.3
2.	68	2.8
3.	33	1.3
4.	238	9.6
5.	52	2.1
6.	214	8.7
96.	6	.2
97.	46	1.9
98.	1648	66.8
99.	7	.3
TOTAL	2468	100.0

Question 37.

Item	Frequency	%
1.	627	25.4
2.	977	39.6
3.	482	19.5
4.	263	10.7
5.	119	4.8
TOTAL	2468	100.0

Question 51.

Item	Frequency	%
1.	316	12.8
2.	2146	87.0
9.	6	.2
TOTAL	2468	100.0

Question 52

Item	Frequency	%
1.	34	1.4
2.	2429	98.4
9.	5	.2
TOTAL	2468	100.0

Question 53.

Item	Frequency	%
1.	296	12.0
2.	2166	87.8
9.	6	.2
TOTAL	2468	100.0

Question 54.

Item	Frequency	%
1.	696	28.2
2.	1766	71.6
9.	6	.2
TOTAL	2468	100.0

Question 55.

Item	Frequency	%
1.	604	24.5
2.	1855	75.2
6.	1	.0
9.	8	.3
TOTAL	2468	100.0

Question 56.

Item	Frequency	%
1.	410	16.6
2.	2049	83.0
6.	1	.0
9.	8	.3
TOTAL	2468	100.0

Question 57.

Item	Frequency	%
1.	1784	72.3
2.	680	27.6
9.	4	.2
TOTAL	2468	100.0

Question 62.

Item	Frequency	%
1.	8	.3
2.	1321	53.5
3.	620	25.1
4.	261	10.6
5.	171	6.9
6.	3	.1
99.	84	3.4
TOTAL	2468	100.0

Question 64.

Item	Frequency	%
1.	2001	81.1
2.	392	15.9
6.	1	.0
9.	74	3.0
TOTAL	2468	100.0

Question 66.

Item	Frequency	%
1.	773	31.3
2.	1035	41.9
3.	358	14.5
4.	203	8.2
5.	56	2.3
9.	43	1.7
TOTAL	2468	100.0

Question 67.

Item	Frequency	%
1.	510	20.7
2.	698	28.3
3.	607	24.6
4.	359	14.5
5.	250	10.1
6.	1	.0
9.	43	1.7
TOTAL	2468	100.0

Question 68.

Item	Frequency	%
1.	430	17.4
2.	796	32.3
3.	620	25.1
4.	355	14.4
5.	224	9.1
9.	43	1.7
TOTAL	2468	100.0

Question 69.

Item	Frequency	%
1.	534	21.6
2.	839	34.0
3.	583	23.6
4.	288	11.7
5.	180	7.3
9.	44	1.8
TOTAL	2468	100.0

Question 70.

Item	Frequency	%
1.	391	15.8
2.	959	38.9
3.	782	31.7
4.	200	8.1
5.	93	3.8
9.	43	1.7
TOTAL	2468	100.0

Question 71.

Item	Frequency	%
1.	378	15.3
2.	507	20.9
3.	1046	42.4
4.	276	11.2
5.	216	8.8
6.	2	.1
9.	43	1.7
TOTAL	2468	100.0

Question 72.

Item	Frequency	%
1.	500	20.3
2.	783	31.7
3.	517	20.9
4.	304	12.3
5.	320	13.0
9.	44	1.8
TOTAL	2468	100.0

Question 73.

Item	Frequency	%
1.	713	28.9
2.	852	34.5
3.	354	14.3
4.	256	10.4
5.	249	10.1
6.	1	.0
9.	43	1.7
TOTAL	2468	100.0

Question 74.

Item	Frequency	%
1.	639	25.9
2.	846	34.3
3.	538	21.8
4.	243	9.8
5.	157	6.4
9.	45	1.8
TOTAL	2468	100.0

Question 75.

Item	Frequency	%
1.	507	20.5
2.	858	34.8
3.	694	28.1
4.	199	8.1
5.	165	6.7
9.	45	1.8
TOTAL	2468	100.0

Question 76.

Item	Frequency	%
1.	426	17.3
2.	626	25.4
3.	864	35.0
4.	266	10.8
5.	238	9.6
9.	48	1.9
TOTAL	2468	100.0

Question 85.

Item	Frequency	%
1.	748	30.3
2.	1706	69.1
6.	1	.0
9.	13	.5
TOTAL	2468	100.0

Question 95.

Item	Frequency	%
1.	273	11.1
2.	255	10.3
3.	407	16.5
4.	414	16.8
5.	1114	45.1
9.	5	.2
TOTAL	2468	100.0

Question 96.

Item	Frequency	%
1.	127	5.1
2.	193	7.8
3.	409	16.6
4.	507	20.5
5.	1225	49.6
9.	7	.3
TOTAL	2468	100.0

Question 104.

Item	Frequency	%
1.	542	22.0
2.	326	13.2
3.	394	16.0
4.	518	21.0
5.	681	27.6
9.	7	.3
TOTAL	2468	100.0

Question 128.

Item	Frequency	%
0.	213	8.6
1.	102	4.1
2.	321	13.0
3.	319	12.9
4.	199	8.1
5.	87	3.5
6.	249	10.1
7.	269	10.9
8.	193	7.8
9.	514	20.0
96.	1	.0
99.	1	.0
TOTAL	2468	100.0

Question 129.

Item	Frequency	%
1.	1855	75.2
2.	596	24.1
9.	17	.7
TOTAL	2468	100.0

Question 130.

Item	Frequency	%
TOTAL	2468	100.0

Question 144.

Item	Frequency	%
0.	179	7.3
1.	374	15.2
2.	360	14.6
3.	335	13.6
4.	262	10.6
5.	194	7.9
6.	180	7.7
7.	138	5.6
8.	99	4.0
9.	89	3.6
10.	204	8.3
11.	38	1.5
12.	4	.2
96.	3	.1
TOTAL	2468	100.0

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Thesis Chairman: John Ballard, Major, USAF
Assistant Professor of Management
and Organizational Behavior

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Enlisted women's Air Force career intentions are examined in relation to work group factors. The study is based on data collected in 1984 from over 2,000 Air Force enlisted women at thirty bases worldwide. Specifically, career intent is examined in relation to supervision, structure of the work group, wanting to change work factors, and group cohesion. Results suggest that career intention may be related to the quality of an enlisted woman's supervisor as well as aspects of the environment in which she works. Findings are presented for all work group factors investigated, and recommendations are made.

END

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